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CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 1  
---FIRE SUPPRESSION TACTICS S-336---

NIFC DIVISION OF TRAINING  
NOVEMBER 9, 1993

BACKGROUND:

The existing Fire Suppression Tactics S-336 course was developed in 1990 to replace tactics training in the old Sector Boss S-330 course which was lost when the transition was made from LFO to ICS.

The curriculum design contractors (Halsey/Vance) originally proposed that the portions of S-336 which were applicable to the single resource boss positions be included when the single resource boss courses were revised. Halsey/Vance further recommended that the S-336 Fire Suppression Tactics Reference Text be made available to single resource boss trainees. These proposals were carried into the approved curriculum design.

CURRENT STATUS:

During the development workshop for Crew Boss (Single Resource) S-230, conducted October 25 - November 5, 1993, the curriculum design regarding S-336 was addressed by the development group. The group concurred with the design and incorporated the appropriate instruction into the S-230 course. The group also took on the updating of the reference text with the intent that it be published as a stand-alone reference text, not tied to any specific course. It will be used, as appropriate, in conjunction with the single resource boss courses and task force/strike team leader training.

This action was closely coordinated among development project leaders for the single resource boss courses (Crew, Engine, Dozer, Tractor/Plow, and Felling), S-336, and Task Force/Strike Team Leader S-330. Further analysis was done, with input by this group, to determine the most appropriate disposition of the instruction which remained in S-336. It was determined that the remaining training would best be placed in the S-330 course. S-336 would be eliminated.

RECOMMENDATIONS:


The following specific recommendations were developed by the NIFC Division of Training. Due to close scheduling of development workshops for the courses impacted by these recommendations, an approval is needed from the Training Working Team by November 19, 1993. A method for handling such situations in the future is proposed in a separate paper.

1. Put the tactical training, currently in S-336, in the course for which it is most appropriate (See attached chart).
2. Since the 310-1, which was just published, lists S-336 as required training for Task Force and Strike Team Leaders, leave the existing course in PMS until the 310-1 is revised (FY 96). At that time, it should be removed from the system and Crew Boss S-230 and Strike Team/Task Force Leader S-330 should both be required in its place. This later action will need to be coordinated with the ICSWT with appropriate changes made to the 310-1 during its next scheduled revision (1996).
3. Wildland/Urban interface training should be emphasized at both the single resource boss (S-230) and strike team/task force leader (S-330) levels.
4. S-330 should focus on training strike team leaders but with a module(s) at the end which focuses on training task force leaders, i.e., multiple resources management. The full complexity of the task force leader job should be addressed (multiple resources, wildland/urban, hazmat, etc.)

ACTION REQUIRED:

1. Upon approval of these recommendations by the Training Working Team, the NIFC Division of Training will take the following management actions:
  - a. Continue development of S-230 as determined at the earlier workshop.
  - b. Provide specific direction for the S-330 development workshop which meets December 6-10, 1993, to incorporate the appropriate sections of S-336. This workshop plans to focus on development of the course objectives and tests, leaving actual materials development for a later meeting.
  - c. Reassign the SMEs for S-336 to the S-330 development group. The workshop for S-336 was postponed until Spring due to scheduling conflicts of participants so there will be no scheduling impacts on this group.
2. The Training Working Team will need to coordinate this action with the ICSWT (see recommendation 2, above).

APPROVED:

  
Chairman, Training Working Team

11/18/93  
Date

CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 2  
---DECISION PROCESS---

NIFC DIVISION OF TRAINING  
DECEMBER 22, 1993

BACKGROUND:

The NIFC Division of Training has been assigned the responsibility to develop the Wildland Fire Suppression Curriculum for the Training Working Team. There are currently 5 all-risk "I" Courses, 42 "S" Courses, and 37 Job Aids in this curriculum. A curriculum management function (to ensure that all of the courses and job aids fit together) is an integral part of the development function. Most curriculum management decisions will be made by the Branch of Training Program Management; however, actions which require a change in the training or qualifications system will be referred to the Training and/or ICS Working Teams for decision. Such actions would include the addition or deletion of a course, change in course title or number, change in status from "suggested" to "required," etc.

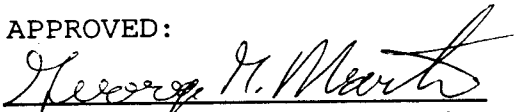
SITUATION:

It is anticipated that there will be an occasional need for the Branch of Training Program Management to obtain a decision from the appropriate working team(s) quickly. In such cases, a delay may have a critical impact or domino effect on the schedules for one or more projects. (An example of an action requiring such immediate decision is Curriculum Management Issue Paper Number 1 pertaining to Fire Suppression Tactics S-336.)

RECOMMENDATION:

In the event that a rapid decision is required, the NIFC, Division of Training will contact the appropriate working team chairperson(s) with the issue. The chairperson will then teleconference working team members, reach a decision, and subsequently advise the Division of Training.

APPROVED:

  
Chairman, Training Working Team

12/28/93  
Date

  
Chairman, ICS Working Team

2/15/94  
Date

CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 3  
---MANAGEMENT AND SUPERVISION COURSES S-201/301/401---

NIFC DIVISION OF TRAINING  
JANUARY 6, 1994

BACKGROUND:

The curriculum design contractors (Halsey/Vance) originally proposed the following titles for the management and supervision courses. These titles were carried forward into the final proposal and approved by NWCG.

S-201 Fire Supervision  
S-301 Dynamic Unit Leadership  
S-401 Effective Management

CURRENT STATUS:

The steering committee and development groups for the management and supervision courses do not believe that the currently approved titles accurately depict the focus, objectives, and content of the courses and recommend the following:

S-201 Supervisory Concepts and Techniques  
✓ S-301 Leadership and Organization Development  
S-401 Executive Management and Development

RECOMMENDATIONS:

The NIFC Division of Training agrees that the approved titles could use a little help. We recommend acceptance of the proposed titles with the following consideration:

During titling of the I-401 course, there was some differing opinions regarding application of the terms executive, agency administrator, and policy-maker. The title selected for I-401 was ICS for Agency Executives. If the use of the term Executive in the title of S-401 appears to conflict with that in I-401, we would recommend one of the following alternatives:

Advanced Management Concepts  
Advanced Management Seminar

Approval of title modifications is needed by March 1, 1994 so that they can be reflected in review materials and test courses scheduled for this Spring and Summer.

CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 4  
---PROPOSED CHANGE IN DEVELOPMENT SCHEDULE---

NIFC DIVISION OF TRAINING  
MARCH 4, 1994

BACKGROUND:

Reference the projected schedule for course development submitted to the Training Working Team and approved for implementation in February 1992. This schedule has been updated several times to reflect additions and status of development, however there have been no major scheduling changes. The current schedule is attachment 1.

CURRENT STATUS:

The current schedule is based upon completing course development by function, beginning with operations and air and continuing sequentially with finance, planning, command and command staff, and logistics. Unit Leader S-320 and Command and General Staff S-420 are scheduled last because we believed the other training and job aids would need to be developed first.

Development remains in accordance with the originally approved schedule. Training in operations and air will be completed by September 1996. Development of the Training Specialist S-445 course has been completed and two job aids have been completed with a third currently under development.

During the development of the Wildland Fire Suppression Curriculum Project Management and Development Guidelines which was recently distributed to ICS and Training Working Team members, the entire curriculum and each of its components were again analyzed in some detail. This analysis revealed more clearly the direct inter-relationship between the S-320 and S-420 courses and the job aids and/or courses for the positions which take S-320 and S-420. The Division of Training now believes that it is important to develop these job aids and/or courses together with S-320 and S-420.

Attachment 2 shows the "clustering" of job aids with the S-320 and S-420 courses and a revised development schedule which would allow us to develop the courses and job aids together. Note that:

1. There is no change in the development schedule until FY 96-97.
2. Job aids for the entry level positions will be developed first (FY 96-97).

3. Development of the S-320 course and related job aids is scheduled over a three-year period because of the number of products.
4. The projected completion date for all products remains unchanged (FY 2000).

#### BENEFITS:

##### This Proposal will:

1. Allow unit leader and command and staff courses and/or job aids to be developed together during the same time period. The direct inter-relationship and use of the job aids in the S-320 and S-420 courses make it important that these products be developed together.
2. Allow courses to be developed in sequence based on organizational level, thus enabling higher level courses to build upon skills/knowledge in the lower level courses.
3. Provide the opportunity to manage development of the unit leader and command and staff courses and related job aids and/or courses as single large projects. This may reduce the number of SMEs required and the overall cost.
4. Require no increase in either development time or funding for the total curriculum. It is possible, but not assured, that there may be some savings in both time and dollars.

#### RECOMMENDATIONS:

Due to the pending deadline for the preparation of the FY 95-97 budget submission to NWCG, an approval is needed from the Training Working Team by April 15.

It is our recommendation that the Training Working Team approve a change in the development schedule which will allow development of S-320 and S-420 and related courses and job aids during the same time period. Attachment 3 is the recommended schedule.

#### ACTION REQUIRED:

1. Upon approval of this recommendation by the Training Working Team, the NIFC Division of Training will prepare the multi-year budget package for NWCG in accordance with the revised schedule.
2. The Training Working Team will need to coordinate this action with the ICS Working Team and with NWCG so that changes in the schedule and budget projections will be understood.

CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 5  
--AIR COURSE DEVELOPMENT--

- A. REVISION OF INTERAGENCY HELICOPTER TRAINING GUIDE S-217
- B. DEVELOPMENT OF J-376 AIR TANKER COORDINATOR JOB AID

NIFC DIVISION OF TRAINING  
MARCH 17, 1994

BACKGROUND:

Development of air courses is scheduled for FY 95-96.

CURRENT STATUS:

Project leaders are currently preparing project plans and budget estimates for FY 95-96 projects. Discussion regarding S-217 and J-376 raised the following issues:

- A. INTERAGENCY HELICOPTER TRAINING GUIDE S-217

This course was revised by the interagency aviation community (specifically, helicopter operations specialists) in 1992-1993. Based on our recommendations and those of the Aviation Training Steering Committee, this product was given a level III certification. Certification was made in November 1993 and publication through PMS was completed in February 1994.

It was agreed that the next time the course needs revision (estimate 3 to 5 years), NWCG would work jointly with the aviation community to obtain a level I certified product. In the meantime, the current product is valid and is meeting user needs.

- B. AIR TANKER COORDINATOR J-376

During development of the qualifications and training system, there were a number of discussions regarding the Air Tanker Coordinator (ATCO) position (changed in 1993 to Air Tanker/Fixed Wing Coordinator) and the variations in the requirements for and use of the position. Within BLM and Forest Service, this position is filled by a qualified lead plane pilot who must meet extensive training and certification requirements. Other Department of Interior agencies meet their needs by using BLM and Forest Service lead plane pilots. Use of and qualifications for the position by State and cooperating agencies vary widely.

For these reasons, there was no position task book developed for the position and qualifications and training were designated in 310-1 as agency specific. Due to these variations, we believe that attempts to develop a job aid

for the position at this time would be unsuccessful. John Philbin (ICSWT) has agreed to pursue resolution of this issue and has requested that development of J-361 be delayed until such time as a clear definition of the position can be obtained and a task book developed.

RECOMMENDATIONS:

Due to pending deadlines for preparation of the FY 95-97 budget submission to NWCG, an approval is needed from the Training Working Team by April 15.

1. Delay scheduled revision of the Interagency Helicopter Training Guide S-217 until the aviation community identifies the need (estimate 3-5 years). At that time NWCG should work with the aviation community to develop a level I product.
2. Delay development of Air Tanker Coordinator J-376 until the ICSWT can make a clearer determination on this position and a task book can be developed. The need for J-376 should be reviewed at that time.

ACTION REQUIRED:

Upon approval of these recommendations by the Training Working Team:

1. The NIFC Division of Training will reflect these changes in the development schedule and budget submission for FY 95-97.
2. The Training Working Team will need to coordinate action on recommendation number 2 with the ICSWT.

APPROVED:

  
Chairman, Training Working Team

4/2/84  
Date



CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 6  
--OPERATIONS SECTION CHIEF TRAINING--

NIFC DIVISION OF TRAINING  
MARCH 17, 1994

BACKGROUND:

The approved curriculum identifies a job aid (J-430) to support the position of operations section chief, but provides for an S course (S-430) if the development group determines that a course is necessary.

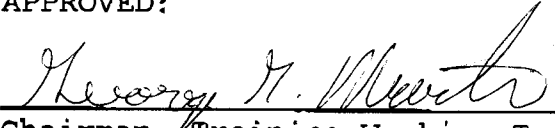
CURRENT STATUS:

The development group has determined that an Operations Section Chief S-430 course is needed in addition to a job aid (see attached memorandum).

RECOMMENDATIONS:

The NIFC Division of Training agrees with the recommendation of the development group that an Operations Section Chief S-430 course should be developed in addition to the job aid. Concurrence of the Training Working Team is needed by March 25 so that development can continue without interruption.

APPROVED:

  
Chairman, Training Working Team

3/28/94  
Date